

NAVAL UNDERSEA WARFARE CENTER

Strategic Plan



N U W C



January 1996



Commander and Technical Director Message

"To NUWC employees, our customers and all other stakeholders,

This is the second writing of the Strategic Plan for the Naval Undersea Warfare Center; a plan which will assist us in charting the course for our future as well as allowing us to heed the lessons of the past.

Between our Divisions and Detachments, the Naval Undersea Warfare Center has accumulated nearly 300 years of experience in the discipline of Undersea Warfare. We have seen an evolution in our mission from being strictly torpedo-oriented to one where we are now the nation's premier resource for all undersea technologies. The Navy's Undersea Warfare capabilities remain vital to meeting the nation's national defense needs. For decades our work has been tailored to meet the demands imposed by the Cold War, but these have now evolved to meet the new challenges we face in the littoral, at a time when our responsibilities to the taxpayer have never been more visible.

The missions of the Navy have increased in scope and complexity, and yet we have a mandate to accomplish these missions in a manner affordable to the taxpayer. These new missions require a new Navy accompanied by an expanded set of Undersea Warfare challenges. This means a new way of doing business with our customers, always with an eye to achieving an even higher level of technological capability.

Since we stood up as a Warfare Center in 1992, the men and women of NUWC have responded to these challenges with a vigor and level of commitment that has been second to none. This "Can-Do" attitude has always been a hallmark of our personnel, and has resulted in a reputation for excellence in the Naval Sea Systems Command. This record of achievement coupled with fiscal responsibility will keep the Naval Undersea Warfare Center at the forefront of NAVSEA's efforts to "reshape our course ...to the future", as we continue our mission of advancing the state of the art in all Undersea Warfare technologies.

Consolidation, and elimination of duplication of effort through teaming with private and other government facilities; are the key to controlling costs; providing the fleet, and the American taxpayer, with the best value for the dollar is our goal. Our Strategic Plan is an investment in our future -- a future that will support lowering costs while implementing cutting-edge technologies for maintaining our nation's undersea dominance.

This Strategic Plan is your plan as well as mine. To be successful in its implementation, the vision and goals expressed in the following pages need the support of each NUWC employee - so we can better support NAVSEA, and more importantly the men and women of the finest Navy in the world."

A handwritten signature in dark ink, appearing to read "J F Shipway".

RADM John F. Shipway
Commander

A handwritten signature in dark ink, appearing to read "John E Sirmalis".

Dr. John E. Sirmalis
Technical Director

Table of Contents

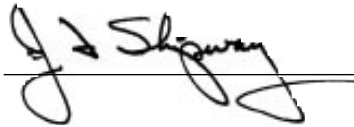
Statement of Purpose and Commitment	2
Introduction	3
Strategic Overview	4
Vision/Charter/Mission/Leadership Areas	6
Operating Principles	8
Strategic Goals/Objectives/Strategies	9



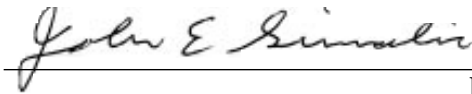
Statement of Purpose and Commitment

Achievement of the vision articulated in this plan and progress toward our strategic goals will result in providing the best quality products and services to our customers. We commit ourselves to these goals and fully endorse the implementation of this Strategic Plan.

Naval Undersea Warfare Center



RADM John F. Shipway
Commander



Dr. John E. Sirmalis
Technical Director

Division Keyport

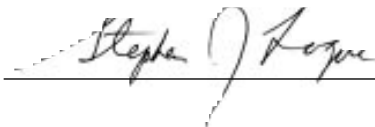


CAPT Dennis K. Gibbs
Commander

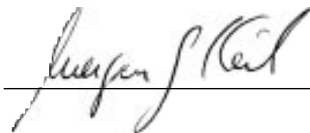


Mr. G. Estes Grade
Executive Director

Division Newport



CAPT Stephen J. Logue
Commander



Mr. Juergen G. Keil
Executive Director

Introduction

The Naval Undersea Warfare Center (NUWC), headquartered in Newport, RI, was established in January 1992 to be the Navy's full-spectrum research, development, test & evaluation, engineering, and fleet support Center for submarines, autonomous underwater systems, and offensive and defensive weapons systems associated with Undersea Warfare. As a result, accountability for Naval Undersea Warfare support is vested in a single Commander and a single Technical Director, supported by two Divisions located in Newport, RI and Keyport, WA. The benefits of the formation of NUWC continue to be realized through functional integration of the two Divisions, and in coordinated application of assets and resources across the entire life cycle of Undersea Warfare systems, from research and development, through in-service support, to eventual system retirement.

The Naval Undersea Warfare Center team has successfully faced and overcome a multitude of challenges over the past four years. The consolidation process started in 1991 has yielded a single organization united with a common understanding of roles and relationships. NUWC today performs more efficiently, with greater focus and ability to meet customer needs, which will enable NUWC to address even greater challenges during the remainder of this century. These future challenges, and the ever-quickenning pace of change make strategic planning of even greater importance.

Although the major forces that drove these responses are now behind us, the challenges of rightsizing while preserving the Center's capabilities will continue. In the coming years, our greatest challenge will be to build on the gains we have made in new and innovative ways. Our vision will be extended beyond our

immediate horizon to the broader view of the Systems Command and the Navy. We will be looking at new ways to partner with other Warfare Centers, DoD laboratories, and with industry. We will continue to ask ourselves what is best for the Navy.

The 1995 Strategic Plan of the Naval Sea Systems Command speaks to "Reshaping Our Course...to the Future" through four strategic thrusts:

- Improve Customer Communications and Response.
- Improve the Fundamental Strengths of Our Command.
- Improve Our Command's Business Practices.
- Attract and Maintain a Highly Qualified and Diverse Workforce.

We have purposely aligned NUWC's four strategic goals with NAVSEA's strategic thrusts, the National Performance Review goals, and the visions of our customers.

We fully embrace these strategic goals and will continue to integrate them into all aspects of internal planning. The NUWC Senior Management Team, consisting of the NUWC Commander and Technical Director; and the Division Commanders and Executive Directors - routinely meets to review NUWC's Strategic Plan, its implementation and its effectiveness. These reviews have served to reinforce the validity of our planning and as a forum to develop objective measures of effectiveness.

We have purposely aligned NUWC's four strategic goals with NAVSEA's strategic thrusts, the National Performance Review goals, and the visions of our customers.

Strategic Overview

The primary purpose of the strategic plan is to communicate our goals and vision for our future to all Naval Undersea Warfare Center personnel and all our stakeholders. This plan provides general direction and guidance to NUWC in order to continue focusing management efforts on our organization's future, based on our vision of what our role is and will be in the Navy community.

The NUWC Strategic Plan encompasses the tenets of the NAVSEA 1995 Strategic Plan, the National Performance Review (NPR), and the Government Performance and Results Act (GPRA). The four NUWC strategic goals align with the four NAVSEA strategic thrusts and the four principles of the NPR. NUWC participates on the NAVSEA critical performance initiative teams and continues to support the elements of the NAVSEA Strategic Plan. In addition, the elements of the NAVSEA guiding principles and critical performance initiatives are embedded in

NUWC's strategic goals, objectives, and strategies.

The Strategic Plan is derived from an analysis of our organizational attributes and recognizes opportunities within our mission and leadership areas. The Center Strategic Plan was developed with the participation, involvement and input of personnel from each Division and Center Management. The strategic goals and supporting objectives and strategies will be pursued by Center Management and the Divisions as they engage in more specific tactical planning. The Center strategic planning process is depicted in Figure (1). This process incorporates input from all levels of our organization, and utilizes timely feedback and periodic review to ensure the plan's currency.

The NUWC Strategic Plan serves as an overarching document to guide each of the Division's own strategic planning process.

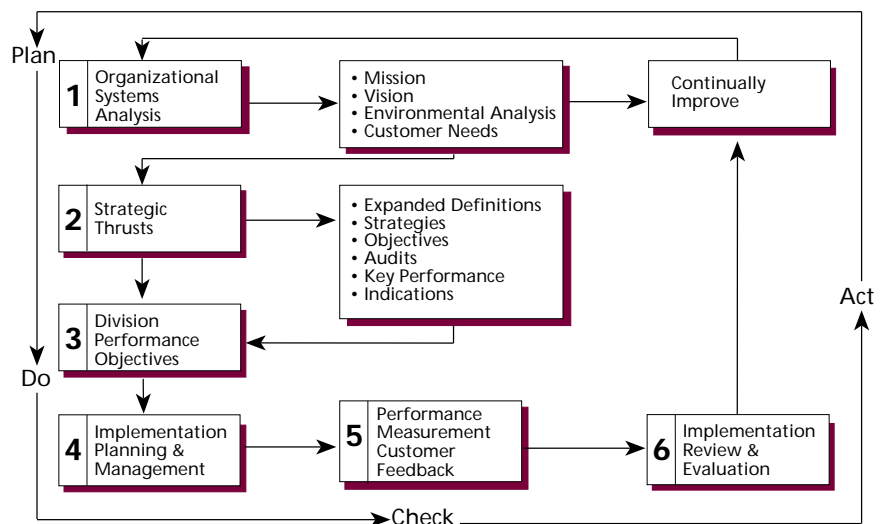



Figure 1
NUWC Strategic Planning Process



The Strategic Plan details specific strategic goals and objectives which must be achieved in accordance with our strategies for the Center to execute its vision. The Center requires sufficient resources in the form of personnel, facilities, funding, and supporting infrastructure. NUWC has established certain levels of efficiency, and output goals based on customer expectations, requirements, and expected funding levels. To support established operating levels, NUWC prepares a budget that documents the resources required to execute its Center-wide strategy and achieve stated goals and objectives. Once more specific operating targets are established, very specific resource requirements are identified and mapped to its budget submission.

The goals and objectives detailed in the strategic plan were developed to meet the needs, expectations, and requirements of our customers, as well as to align with various initiatives being pursued by the President,

Congress, the Department of Defense, and the Department of the Navy. Initiatives actively being pursued by NUWC include Reinvention Laboratory, Personnel Demonstration Project, Acquisition Reform, establishment of a Total Quality environment, implementation of Malcolm Baldrige criteria and the GPRA. A variety of external factors were considered in the overall development of this plan and will challenge the achievement of our goals, objectives, and strategies. These external factors include budget reductions, reorganizations, national defense strategy, privatization, mission purification, and infrastructure reduction initiatives.

Our strategic goals and objectives are designed to mitigate the risk associated with these factors as they support our overall goal of providing the best value products and services to our customers.

Our strategic goals and objectives are designed to mitigate the risk associated with these factors as they support our overall goal of providing the best value products and services to our customers.

Vision Charter Mission Leadership Areas

Vision

To achieve recognized excellence in undersea warfare by providing customers with best value, high-quality technologies, products, and services on schedule to ensure the nation's continuing undersea superiority.

& To pursue continuous improvement through teamwork and responsible use of resources.

Corporate Charter

The NUWC Charter promulgated in December 1992¹, established the top level organizational relationships (Figure 2) and technical leadership areas for NUWC.

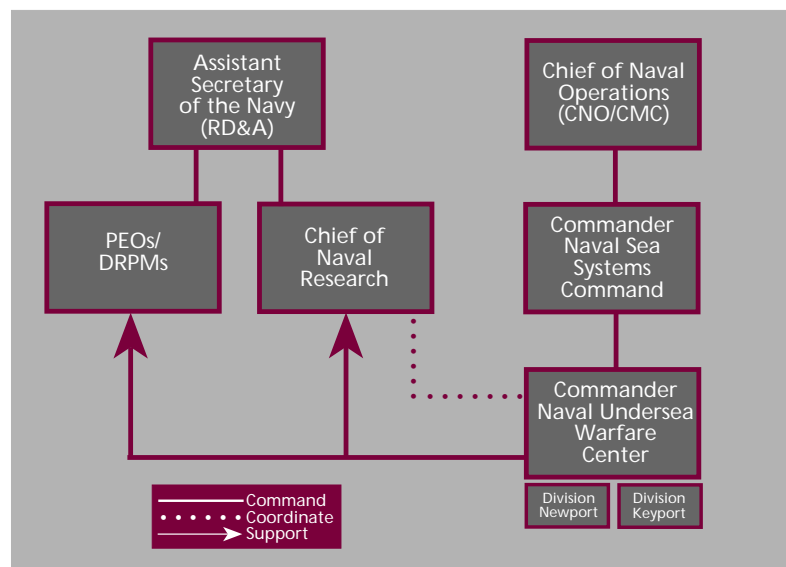


Figure 2
Naval Undersea Warfare Center
Organizational Structure & Operating Relationships

¹NAVSEAINST 5460.67 dtd 8 May 1992

Mission

NUWC's mission was established by OPNAV Notice 5450 dated 23 December 1991:

Operate the Navy's full-spectrum research, development, test & evaluation, engineering, and fleet support Center for submarines, autonomous underwater systems, and offensive and defensive weapons systems associated with Undersea Warfare.

Technical Leadership Areas

As assigned by SECNAVINST 5400.16 of 18 December 1992, NUWC provides the Navy with leadership and expertise in the following technical areas:

- Undersea Warfare Modeling and Analysis
- Submarine Combat and Combat Control Systems
- Surface Ship and Submarine Sonar Systems
- Submarine Electronic Warfare
- Submarine Unique On-Board Communication Systems and Communication Nodes
- Submarine Launched Weapons Systems (except strategic ballistic missile systems, cruise missiles and related systems)
- Undersea Ranges
- Torpedoes and Torpedo Countermeasures
- Submarine Vulnerability and Survivability (except HM&E)
- Undersea Vehicle Active and Passive Signatures (except HM&E)
- Submarine Electromagnetic, Electro-optic and Nonacoustic-effects Reconnaissance, Search and Track Systems



Operating Principles

Teamwork is essential.

Our customers come first.
We listen to our customers
and their needs.

Our employees are the key
to our success. We treat
our employees as our most
important resource.

Embedded within the strategic goals are four overriding guidelines. First, operate NUWC in a business-like manner. Second, sustain the theme of “one Center -- one team” . Third, provide opportunities for all employees as we seek to nurture our superior workforce. Fourth, maintain excellence in everything we do.

NUWC's Operating Principles are:

- ***Our customers come first.*** We listen to our customers and their needs. Their satisfaction is our top priority. We encourage our customers to help us improve. We are accountable to our customers and accept responsibility for total quality, i.e., performance, affordability, and timeliness of products and services.
- ***We are committed to continuous improvement of processes, products and services.*** Improvement decisions are based on facts and knowledge. We measure and understand the effects of improvement decisions, and measure and benchmark our performance.
- ***Teamwork is essential.*** NUWC employees work as dedicated and effective partners with our family of customers and suppliers. The NUWC vision is shared by all team members.
- ***Innovation and creativity are critical to our success.*** Technical and business process innovations enable delivery of products and services to customers that meet current and future expectations.
- ***Environmental stewardship and safety are crucial.*** Our practices foster a safe work environment for our employees, our customers, and our communities.
- ***We conduct ourselves in an ethical manner.*** We are accountable to the American public for the proper discharge of our duties and we adhere to the highest standards of public service.
- ***Our employees are the key to our success.*** We treat our employees as our most important resource. All employees are involved as members of the NUWC team. We will provide a work environment that encourages open communication, adaptability, and skills enhancement. We recognize and reward team and individual contributions.



Strategic Goals, Objectives, and Strategies

The purpose of this plan is to chart the actions that are needed to ensure the Center is able to fulfill its obligation to the Navy and DoD in the years ahead. The following four strategic goals establish a direction for the Center for the next three to five years. These statements serve as an overlay to more detailed objectives; they also serve to make certain that the Center's planning efforts remain relevant to the current and future national maritime security needs and those of the men and women of our nation's maritime and joint forces. The objectives listed under each goal outline "what" NUWC intends to accomplish in the next few years, while the strategies support "how" we intend to achieve our stated goals. These strategic objectives and strategies will allow us to exercise the highest quality management and accountability across NUWC's full spectrum responsibilities. Our commitment to total quality products and services incorporates the three key elements of affordability, timeliness, and performance.



Strategic Goal 1

Anticipate and respond to customer needs through effective communication and continuous improvement.

Strategic Objectives:

1. Focus our efforts to understand customers' quality expectations to improve our products and services.
2. Provide products and services that meet customer expectations.
3. Provide best value to customers.

Strategies:

1. Maintain a current list of customers and stakeholders and continuously seek their feedback.
2. Refine current customer feedback/performance systems and use the results to improve our performance.
3. Contribute to, obtain, and distribute customer long-term goals, planning, and guiding documents to foster better understanding of customer's needs.
4. Foster NUWC personnel assignments at our customers' sites and between Divisions.
5. Develop and implement the use of performance metrics to describe the quality of products and services provided to customers.

Strategic Goal 2

Provide customers with quality products and services by maintaining and enhancing our technical capabilities.

Strategic Objectives:

1. Provide the technical capability to conduct a full-spectrum program of science and technology, analysis, acquisition, test and evaluation, engineering, and fleet support.
2. Develop and transition Undersea Warfare science and technology to Fleet systems.
3. Provide value-added products and services to support the timely development and deployment of affordable and effective submarine and USW systems.
4. Provide affordable high-quality scientific, technical, industrial, and support facilities unique and essential to Submarine and Undersea Warfare.

Strategies:

1. Execute a policy through our planning and decision-making process to sustain and enhance critical technical capabilities required for the Center's current and future roles.
2. Use current and projected customer needs in planning and decision-making.
3. Promote teamwork by building, leading, and partnering in internal and external (across government, industry, academia, foreign) alliances in technical capability areas.
4. Invoke initiatives to reduce program infrastructure and costs.
5. Apply acquisition reform principles, including the use of Integrated Process and Product Development (IPPD) and Integrated Product Teams (IPTs).

Continuously improve business management and support systems performance.

Strategic Objectives:

1. Safeguard our employees, our community and the environment.
2. Maintain a strategic planning process and use resultant plans to ensure the Center's responsiveness to the changing environment.
3. Eliminate unnecessary functions and reduce the number of managerial layers to achieve a span of control target of 15:1 or greater.

Strategies:

1. Redesign or re-engineer targeted technical and business processes to achieve improved effectiveness and efficiency.
2. Periodically review the organizational structure to reduce managerial layers and streamline the organization.
3. Implement a coordinated planning process across the Center.
4. Develop and implement an Information Technology Plan to maintain an information technology infrastructure that will support the attainment of NUWC's objectives and strategies.
5. Implement a comprehensive safety and environmental management program to safeguard our people and surroundings and to ensure compliance with all applicable statutes and regulations.
6. Benchmark and implement performance measurement to continuously monitor and improve performance.

Maintain an appropriately sized and skilled work force, supportive of our mission while providing all employees an equal opportunity to realize their full potential.

Strategic Objectives:

1. Maintain a high-quality and diverse workforce characterized by initiative and skills and empowered with essential authority.
2. Recognize the achievements of our people.
3. Provide a work environment that is safe, healthy, attractive, and sensitive to employee interests and concerns.
4. Keep all our people informed and give them opportunities to influence improvements and their own futures.

Strategies:

1. Develop and execute a Human Resources Plan to achieve a flexible organization based on workforce to workload levels and critical technical capabilities and supporting skills.
2. Use cross-training, retraining, focused recruitment, flexible assignments, and outplacing as required to achieve the appropriate work balance.
3. Use recruiting and education to maintain a technically competent, trained workforce in all technical and business areas.
4. Design and implement a formal Center-wide employee recognition program to recognize and reward employees.
5. Actively seek employee involvement and feedback in planning and decision-making to improve processes, maximize resource usage, and improve the work environment.

3 Strategic Goal

4 Strategic Goal

NUWC
&
NAVSEA

Together Reshaping Our Course...





to the Future

Vision

To achieve recognized excellence in undersea warfare by providing customers with best value, high quality technologies, products, and services on schedule to ensure the nation's continuing undersea superiority.

& To pursue continuous improvement through teamwork and responsible use of resources.

Naval Sea Systems Command
Naval Undersea Warfare Center

Together Reshaping Our Course...to the Future

Printed on recycled paper.



For Information Contact:

Commander
Naval Undersea Warfare Center
1176 Howell Street
Newport, RI 02841

(401) 841-6763
<http://www.nuwc.navy.mil>

*Dedicated to Undersea
Warfare Superiority*